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Country programme document for Armenia (2016-2020)

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I. Programme rationale

1. The Republic of Armenia is a landlocked, lower-middle-income country of 3 million people, in the southern Caucasus. It is bordered by Azerbaijan, Georgia, Iran, and Turkey, although borders with Azerbaijan and Turkey remain closed.

2. The Human Development Index is 0.730[1] in the 'high human development' category, with high indicators for education and life expectancy. As a result of the financial crisis, its gross domestic product contracted by 14 per cent in 2009, but returned to 7 per cent growth by 2012 with a greater focus on information technology, manufacturing, mining, and agriculture. The latter employs 36 per cent of the working population and accounts for 19 per cent of gross domestic product[2]. In the past 10 years, development has been linked to the transition to a knowledge-based economy drawing on the skilled labour force; Armenia has made considerable progress in establishing a national innovation system. Internet penetration stands at almost half the population (2013)[3].

3. Facilitation of trade and market access promotion are high priorities for the Government. Russia is the single largest trading partner and source of direct foreign investment. In January 2015, Armenia joined the Eurasian Economic Union (with Belarus, Kazakhstan, and the Russian Federation). The Government continues cooperation with the European Union on a wide range of areas, from political dialogue, human rights, justice, mobility, migration to institutional reforms and capacity building.

4. Armenia is unlikely to achieve national Millennium Development Goal' targets in eradicating extreme poverty, promoting gender equality, and ensuring environmental sustainability[4]. Thirty-two per cent of the population live below the national poverty line (2013) and disparities among regions are reflected in the Gini index of 0.372 (2013)[5]. Poverty rates are highest in Shirak (45.9 per cent), while Tavush saw one of the highest rates of poverty increase (2008-2013)[6]. The poor are mostly involved in agriculture, are made up of female-headed households with small children (50 per cent in 2013, versus 31 per cent male-headed), and have lower labour market participation[7]. Outward migration is a major problem: approximately 35,000 people (82 per cent male) emigrated annually between 2007 and 2013[8].

5. Unemployment is at 16 per cent (2013), with rates high outside the capital, and among youth (36 per cent)[9]. Small and medium enterprises play a crucial role in job creation, employing nearly 25 per cent of the work force[10] and contributing 27 per cent of gross domestic product (2012)[11]. Fostering entrepreneurship and stimulating the growth of small and medium enterprises are priorities for the Government. Agricultural small and medium enterprises lack access to markets due to competition from higher-quality products from abroad and difficulty in fulfilling quality standards for international markets[12]. Vocational education and training in agriculture is a priority in educational reform due to the low productivity of human resources[13].

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[1] Human Development Report, 2014

[2] "Social Snapshot and Poverty in Armenia", National Statistical Service, 2013

[3] Innovation performance review, Armenia, 2014, United Nations Economic Commission for Europe

[4] Country strategy, 2014-2017, World Bank,

[5] <www.amstat.am>, National Statistical Service

[6] "Social Snapshot and Poverty in Armenia", National Statistical Service, 2014

[7] *Ibid.*

[8] Household survey on migration in Armenia report, International Organization for Migration and National Statistical Service, 2014

[9] "Social Snapshot and Poverty in Armenia", National Statistical Service, 2013

[10] "SMEs in figures", 2012, Small and Medium Entrepreneurship Development National Centre

[11] Country program snapshot, 2014, World Bank,

[12] "Rapid Assessment of Value-Chain Opportunities in Armenia", United States Agency for International Development

[13] Sustainable agricultural development strategy of the Republic of Armenia, 2010-2020

6. Women comprise 52 per cent of the population, although their current level of representation in governance is low: 11 per cent of ministers and deputy ministers, and about 8 per cent in local government. Women own 11 per cent of micro-, small and medium enterprises[14]. Although a law on equal rights and opportunities was adopted in 2013, the concept of 'gender equality' is frequently misunderstood.

7. The *Strategic Programme of Prospective Development, 2014-2025*, is the main Government strategy. It highlights the need for sustainable and inclusive growth, particularly: greater access to economic opportunities, in line with sustainable development principles; increased capacity of citizens to participate and exercise their rights and responsibilities, and of the Government to comply with respect for human rights; and promotion of environmentally sound technologies and effective natural resources management (including cross-sectoral considerations) in accordance with the sustainable development goals.

8. Armenia is implementing national strategies on public administration, including civil service development, public finance management, local self-governance and anti-corruption. In 2011, it joined the Open Government Initiative. Its 2014 corruption perception index score of 94/175 (94/177 in 2013) remains low, corruption being a major development constraint[15]. A new government strategy will tackle corruption in health, education, police, and state revenues, and recognizing the importance of citizen engagement. Citizen engagement in decision-making is low – 79 per cent do not feel that their interests are represented – although only 14 per cent are willing to be more involved[16]. Armenia has ratified most United Nations and European human rights instruments, has a national strategy, and adopted an action plan in 2014. A working group established by the Minister of Justice seeks to implement and coordinate commitments. There is a need to strengthen enforcement and implementation as legislation has not always led to improvements in practice[17]. Citizens know little about their rights and responsibilities, and lack mechanisms to claim rights.[18] The most important issues are rule of law and access to justice; torture and ill-treatment; and societal discrimination against vulnerable and minority groups.

9. Armenia is dependent on imported hydrocarbons[19], including fuel for transport, and gas for residential and industrial purposes and for one-third of the electricity. Fuel prices show rising trends, making low-income households, which spend 10 per cent of their income on electricity and gas[20], more vulnerable. Promotion of low-carbon development and introduction of energy-efficient technologies, including renewables, are government priorities[21]. Armenia is prone to natural disasters, particularly earthquakes, floods and drought[22]. The annual cost of damage caused by hydro-meteorological events is estimated at about 5 per cent of the budget (2013)[23]. Floods, mudslides, and landslides are aggravated by unsustainable use of natural resources and by climate change[24]. Improper mining, deforestation, overgrazing, and water management practices result in high rates of land degradation, and loss of habitats and species. Weak infrastructure and limited measures for

[14] Women's entrepreneurship support sector development programme, 2013-2017, Asian Development Bank
[15] Transparency International website
[16] Social cohesion survey, UNDP, 2011
[17] Youth aspirations survey, UNDP, 2011
[18] Capacity assessment of the state-guaranteed national legal aid system in Armenia, UNDP, 2013
[19] Armenian Prospective Development Strategy 2014-2025; (2014)
[20] Charged Decisions: Difficult Choices in Armenia's Energy Sector, World Bank, 2011
[21] Armenian Prospective Development Strategy 2014-2025, (2014)
[22] Index for Risk Management
[23] 'Armenia: Institutional Arrangements for Disaster Risk Management and Reduction', 2009, Global Facility for Disaster Reduction and Recovery.
[24] Third national communication of Armenia under the United Nations Framework Convention on Climate Change, Ministry of Nature Protection, 2010

environmental protection have led to significant pollution[25]. There are 7,100 tons of contaminated soil and 1,050 tons of pesticides requiring environmentally safe disposal.[26]

10. The new UNDP programme is informed by government strategies and programmes, the new sustainable development goals and national consultations on the post-2015 development agenda; the United Nations Development Assistance Framework, 2016-2020; the strategic plan, 2014-2017; initiatives such as 'Sustainable Energy for All' and 'Rights up Front'; citizens' views (through 'The World We Want' discussions and crowdsourcing ideas through a Facebook survey) and an assessment of development results carried out in 2013. The assessment highlighted UNDP contributions to: (a) a functioning disaster-risk reduction and recovery system and improved policy environment with a strategy and action plan; (b) the State gender policy, the law on equal rights and equal opportunities, and the increase in engagement of women in decision-making processes; and (c) policy and legislative documents in vocational educational training, setting standards, and improving the technical base of institutions. Further to the recommendations, UNDP will focus on strengthening synergies between border management and development, and further mainstreaming gender and disaster-risk reduction across the programme.

11. The overarching theory of change in this country programme is that human development is possible when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment. In *inclusive and sustainable economic growth*, UNDP will collaborate and coordinate more with United Nations organizations, including on joint activities aimed at supporting local communities in improving planning and project implementation. In *democratic governance*, UNDP will focus on fostering demand-driven initiatives by non-governmental actors in public policy deliberations, monitoring and evaluation, including the application of innovative methods. UNDP will expand its work on *promoting gender equality, human rights and the empowerment of women* with a sharper focus on communications and disseminating results. In the area of *environmental sustainability and resilience*, UNDP will pay closer attention to promoting cross-sector considerations.

II. Programme priorities and partnerships

12. The objective of UNDP in the new country programme is to contribute to sustainable development and an equitable society in Armenia. Its vision for development includes: a diversified rural economy; strong innovation and small and medium enterprises sector; an economy founded on 'green' or sustainable principles, including energy efficiency, renewables, and the sustainable use of natural resources; preparedness for and adaptation to disasters; open governance; and the effective implementation of human rights legislation and equal opportunities. All programmes and new programme developments seek to contribute to this vision, organized around: (a) inclusive and sustainable economic growth; (b) democratic governance; and (c) environmental sustainability and resilience, working together in an integrated and synergistic way. Mainstreamed across work areas will be a human rights-based approach, results-based management, capacity development, gender equality, environmental sustainability, anti-corruption, and disaster-risk reduction. The programme will contribute directly to strategic plan outcomes 1, 2, 4, and 5, and indirectly to outcomes 3 and 7. It complements strategies of other international actors working in Armenia.

13. Building on lessons learned, the programme will explicitly reinforce links between programmes to reduce multi-dimensional poverty. It will target socially excluded and vulnerable groups including: people living below the national poverty line; women in rural areas, including women-headed households; persons with disabilities; youth, particularly

[25] Ministerial report: from Aarhus to Kiev, p.41, Ministry of Nature Protection, 2003

[26] Site assessment and feasibility study of the Nubarashen burial site of obsolete and banned pesticides, Tauw Consulting, Organization for Security and Co-operation in Europe, Yerevan, 2013

unemployed youth; and border communities. Building on keen Government engagement in the post-2015 development framework, UNDP will advocate for integration of sustainable development goals into national programmes and plans. It will leverage the comparative advantage of UNDP as an actor working on all aspects of sustainable human development, and as a visionary, innovative organization with expertise and convening capacity.

14. UNDP Armenia will expand its partnership base and will lead through innovative approaches to development through 'Kolba Labs' and by mainstreaming innovation and citizen engagement throughout the programme. It will continue to expand its reach amongst youth, innovators and social entrepreneurs, and broaden engagement of citizens in co-creating development solutions. It will drive more experimental approaches in programme design and communications, building on existing partnerships with global public sector innovations agencies, and will engage the Government in doing the same. There will be a greater emphasis on communications, on profiling programme experts using social media and external platforms such as blogs and op-eds, and creating a 'Get Involved' tab on the country office web page.

15. UNDP will further expand global reach and partnerships with resident and non-resident United Nations organizations, international organizations and the donor community, private sector, academia and civil society, including the diaspora. UNDP will assist in sharing the experience of Armenia, particularly in the areas of disaster-risk reduction and innovative solutions, and will draw on expertise from other countries to support programmatic work.

16. UNDP will expand its community development work to become an integrated rural development programme including environmental sustainability, disaster risk reduction and inequality considerations, especially targeting women and vulnerable border communities. This will include pro-poor participatory planning to identify needs and priorities in rehabilitation and income generation. In the agricultural sector, in partnership with the Food and Agriculture Organization, the United Nations Industrial Development Organization and the European Union, UNDP will support Armenia's first post-independence agricultural census and value-chain development through the establishment of cooperatives, market access promotion, and sustainable agricultural practices incorporating disaster preparedness, using innovative citizen engagement techniques and targeting. Support will continue to stimulate the development of small and medium enterprises in areas to be defined with the Government, and to address challenges such as marketing capabilities and introducing new mechanisms for public-private partnerships. UNDP will assist in meeting agricultural export standards for by upgrading phyto-sanitary conditions. It will build on its work in vocational educational training to address diverse farming and rural development needs. Should relations improve with neighbouring countries, UNDP will support and advocate for confidence-building and dialogue in cooperation with local and international partners. UNDP will continue providing policy advice in the area of decentralization and regional development, contributing socio-economic indicators and analysis. Partnerships with foundations and with the private sector will be explored for opportunities to encourage the establishment of social enterprises and job creation.

17. Support to the Government will be provided in developing and implementing a strategy for the 'green economy' by 2018, developing economic instruments, including methodology for calculation of damage to the environment by economic activities and integration of 'green' indicators into macro-economic calculations. UNDP will facilitate better management of the protected area network by establishing institutional set-up, providing technical and financial support by promoting community co-management modalities to increase local ownership and improve livelihoods. UNDP will promote application of 'sustainable energy for all' principles and address integrated water resource management in the Kura river basin through local management plans. UNDP will promote mainstreaming of sustainable resource management practices by enhancing the legal, policy and institutional framework, environmental education and public awareness; protecting the environment and reducing the risk to human health through sound management of hazardous chemicals and

contaminated sites. UNDP will provide financial assistance, experience, knowledge and development of analytical products for evidence-based decision-making, innovation and unconventional solutions.

18. In democratic governance, the programme will use policy development, institutional strengthening, participation and empowerment at national and local levels in priority areas of human rights, access to justice, accountability and transparency. UNDP will focus on better quality and accessibility of public services by improving citizen engagement with the Government, strengthening the culture of demand, negotiation and dialogue, and supporting the Government in working in an open and transparent manner, including through the Open Government Partnership, organising innovation challenges and prototyping solutions. At the policy and institution level, UNDP will support the development and implementation of an anti-corruption strategy and action plans through citizens' engagement in innovative service design and monitoring, by strengthening capacities of respective agencies, civil society and 'think tanks' in impact assessments, and by mainstreaming anti-corruption in local development. With the Government, it will explore establishing stronger monitoring and evaluation systems, including progress towards new sustainable development goals.

19. UNDP will expand its successful work on human rights, assisting the Government in implementing its strategy, action plan and recommendations of international mechanisms, in coordination with the European Union, the Council of Europe, the Organization for Security and Co-operation in Europe, United Nations organizations and civil society, focusing on improved protection, access to justice, anti-discrimination, and tackling torture and ill-treatment. It will promote dialogue and tolerance by broadening human rights education.

20. UNDP will address gender equality and women's empowerment through targeted interventions, mainstreaming, and strengthening the application of gender analysis throughout the programme. In partnership with women organizations, national and international counterparts UNDP will scale up its efforts to establish a critical mass of women leaders before the 2016 local elections. UNDP will continue supporting legal and policy frameworks to increase women's participation in decision-making, introducing mechanisms for more balanced gender representation, and increasing public and private measures to advance women's leadership. It will support development of national capacity for evidence-based gender strategies and policies through collection, dissemination and analysis of sex-disaggregated data. UNDP will promote equitable articulation of needs and access to resources.

21. Supporting the government priority, UNDP will continue to emphasize integrated border management, building on the national strategy and action plan and the modernization of three border crossings with Georgia. UNDP will reorient this work to create synergies, with support to economic growth and community development, with a study on how trade corridors can promote economic development. Building on successes in improvement of national and legal regulatory frameworks for drug control, UNDP will address the problem of falsified medicines in cooperation with the United Nations Office on Drugs and Crime and the World Health Organization.

22. With United Nations organizations and local authorities, UNDP will build on extensive work to mitigate the risk of natural disasters, including from climate change, forging new partnerships around the Hyogo Framework for Action. UNDP will support the development and implementation of a disaster-risk reduction action plan, decentralization, mainstreaming, and climate-risk management principles into the development agenda in a gender sensitive manner. UNDP will continue to support Armenia in sharing its expertise on local-level risk management, city resilience, and disaster-risk education and public awareness. UNDP will assist the Government in addressing climate change and energy efficiency through the formulation of mitigation and adaptation policies; improvement of legislation to promote efficiency; and low carbon development. UNDP will cooperate with investment banks such as the European Investment Bank for replication and scaling of pilots – for example, on energy efficiency targeting vulnerable groups. UNDP will assist in

reporting under the international agreements so as to enable Armenia to access resources from the Adaptation Fund and the Green Climate Fund.

23. UNDP will further consolidate and systematize programme and operational processes to ensure sustainability and quality assurance through all stages of the programme and project cycle. In line with the recommendations of the assessment of development results, this will include strengthening results-based management, monitoring and evaluation systems, piloting and exit strategies.

III. Programme and risk management

24. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

25. The programme will be nationally executed, as defined in the United Nations Development Assistance Framework, 2016-2020. Projects previously approved will use the direct implementation modality, which will be used for future projects on an exceptional basis. Mutual accountability will be ensured through a National Director management arrangement (or alternative future modality).

26. To ensure programme and project quality, effectiveness, and efficiency, UNDP will adopt a portfolio approach with fewer outcomes, consolidating smaller projects and applying integrated cross-cutting programming. To mitigate risks, projects will undergo a systematic review to ensure environmental and social safeguards. Standard operational procedures[27] that outline the workflow, policies, procedures and responsibilities have been developed in line with the new UNDP standards for higher-quality programming. In all areas, there will be an emphasis on integrated, flexible and innovative programme design, systems of data collection, evidence-based results reporting and communication, ensuring that lessons learned are addressed and initiatives are scaled up and sustainable.

27. External risks for programme delivery include an escalation of tensions in the region, or a large scale earthquake. Another risk is internal socio-economic instability, given the impact of pressures on the Russian economy and the sharply lower economic forecast for Armenia. Since it is a lower-middle-income country, many traditional bilateral partners have reprioritized their assistance towards other countries, which creates a challenge in mobilizing resources. This calls for a broader, more creative approach to partnerships, including with new and emerging bilateral partners, development banks, and government, and directly with citizens, the private sector and the diaspora. The country office has established a strong partner coordination system with the Government and has developed robust communication strategies to ensure that the aim and overall strategy of UNDP programme are communicated properly.

IV. Monitoring and evaluation

28. The country office will strengthen in-house data collection, analysis and utilization to track the contribution to transformative change. This will include a training programme for project managers, embedding planning and monitoring functions in the programme through the standard operational procedures and ensuring evidence-based management of results, monitoring and evaluation. UNDP will manage annual and programme/project cycle monitoring and evaluation plans, build on guidance from programme and project boards and knowledge derived from outcome evaluations, and ensure that budgets for monitoring and evaluation are earmarked at the local project appraisal committee level. The gender marker

[27] UNDP programme and operations policies and procedures.

will serve as a monitoring tool, and the country office will aim to increase investment to meet the corporate target of 15 per cent. Annual outcome board reviews and steering committees validate progress towards results and availability of funds.

29. The programme will identify specific, measurable, achievable, relevant and time-bound indicators, as outlined in the integrated results and resources framework, and collect reliable data to assess UNDP policy and programme support.

30. UNDP, in collaboration with other United Nations organizations, will continue to support the Ministry of Territorial Administration and Emergency Situations, the Ministry of Agriculture, the National Statistical Service and other counterparts, to upgrade statistics and evidence-based policies.

Annex. Results and resources framework for Armenia (2016-2020)

National priority or goal: Growth of employment – Provide decent jobs for the population and expand the labour contribution to sustainable economic development (Prospective Programme of Strategic Development, 2014-2025)				
UNDAF outcome: 1. By 2020, Competitiveness is improved and population, including vulnerable groups, have greater access to sustainable economic opportunities.				
Strategic plan outcome: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
UNDAF indicator(s), baselines, target(s)	**Data source, frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners**	**Indicative resources (in thousands of dollars)**
1.1. No. and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles. *Baseline:* Insufficient adequate policies *Target:* Policies improved 1.2. Global Competitiveness Index improved *Baseline:* 85 (2014) *Target:* 80 (2020) 1.3. Poverty rate decreased *Baseline:* 32 (2013) *Target:*18 (2020) *Indicator 1.4:* Unemployment rates disaggregated by sex, age and region, improved. *Baseline (2013):* Unemployment rate: 16.2 Female: 18.1; male: 14.4 Urban: 23.4; rural: 6 Youth (15-24) 33.1 (2013) *Target (2020):* Unemployment rate:13 Female: 15; Male: 12 Urban: 19; rural: 5 Youth: 30 1.5 Income level of rural population increased. *Baseline:* Average monthly income per capita: AMD 41,514	Government reports (annual) United Nations system reports (annual) Global Competitiveness Report (annual) Social Snapshot and Poverty Report, NSS (annual) Social Snapshot and Poverty Report, NSS (annual) Global Employment Trends, International	**Output 1.1 Local capacities strengthened to develop and implement innovative and diversified income-generating practices that are sustainable and employment and livelihood intensive targeting most vulnerable groups** 1.1.1 No. of full-time equivalent jobs created in the communities for women and men. *Baseline:*69w, 302m, T: 371 (2014) *Target:* 130w, 400m, T:530 (2020) *Data:* Project monitoring and annual reports, donor reports, evaluation report, local self-government reports, media 1.1.2 No. of women and men benefiting from strengthened livelihoods *Baseline:*111w, 499m, T:610 (2014) *Target:270*w, 600m, T:870 (2020) *Data:* Project monitoring and annual reports, donor reports, evaluation report, local self-government reports, media 1.1.3 No. of new/innovative mechanisms with use of sustainable production technologies introduced and applied in the communities *Baseline:*4 (2014); *Target:* 14 (2020) *Data:* Project monitoring and annual reports, donor reports, evaluation report, local self-government reports, media **Output 1.2 National capacities strengthened to develop and implement policies and practices harmonized with international standards to generate employment and enhance livelihoods** 1.2.1 Extent to which policies, systems and/or institutional measures are in place at national and subnational levels to generate and strengthen employment and livelihoods targeting	Ministries of Agriculture, Territorial Administration and Economy (MTAES), National Statistical Service (NSS), Municipalities, Russian Federation, European Union, Armenian Development Agency Ministry of Education, National Centre for Vocational Education and Training Development; Centre for Professional Education Quality Assurance; regional colleges,	**Regular: 500** **Other: 15,500** **Government: 500**

(2013) *Target:* 51,500 (2020)	Labour Organization (ILO) *World of Work*, ILO Integrated Living Conditions Survey report((annual); Social Snapshot; Poverty Report, NSS.	most vulnerable groups (ratio): *Baseline:*2:4 (2014); *Target:* 4:4 (2020) *Data:* National policy papers, Government reports, donor reports (annual), media. **Output 1.3 Capacities of national and local institutions enhanced to collect, update, analyse and manage disaggregated socioeconomic data for evidence -based policy making** 1.3.1 Existence mechanisms/methodologies at national level for collection and analysis of disaggregated data for evidence-based policymaking (ranking) *Baseline:*2/4 (2014); *Target:* 4/4 (2020) *Data:* Project monitoring and annual reports, Government reports and websites.		
National priority or goal: Institutional modernization of the public administration and governance (Prospective Programme of Strategic Development, 2014-2025)				
UNDAF outcome: 2. By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.				
Strategic plan outcome: 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
2.1 Transparency International Corruption Perception Index (TI/CPI) improved *Baseline:* TI/CPI ranks Armenia 94th out of 175 countries (2014) *Target:* TI/CPI ranks Armenia in the 60-70 group of countries (2020) 2.2 No. of recommendations from United Nations human rights mechanisms acted upon (% of total) *Baseline:* Human Rights Action Plan-adopted in April 2014. Monitoring mechanism to assess implementation not yet in place. *Target*: Action Plan implemented by at least 70% 2.3 Integrated and modernized border management system in place at three border crossing points, in line with international integrated border management standards. *Baseline:* Infrastructure of the three	Government reports, civil society monitoring, annual reports on European Neighbourhood Policy implementation; reports of Human Rights Defender; national and alternative reports to United Nations human rights mechanisms; recommendations issued by United Nations human rights mechanisms; United Nations and sustainable development goal reports; annual TI/CPI; World Bank Voice and Accountability Index; civil society; Open Government Partnership reports and evaluation, NSS; United Nations Convention against Corruption; Council of Europe Anti-Corruption Group; Organisation for Economic Co-operation and	**Output 2.1 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.** 2.1.1 No. of proposals planned, being developed or adopted to mitigate sector specific corruption risks. *Baseline:* Anti-Corruption Action Plan adopted for four sectors: heath, education, police and revenue collection (2015) *Target:* Sectoral action plans implemented by at least 70% (2020) *Data:* Government reports and evaluations, civil society reports and evaluations, social media, Convention against Corruption, Caucasus Research Resource Centre annual 'corruption barometer' **Output 2.2 Institutions and systems strengthened to improve protection of human rights.** 2.2.1 Extent to which national institutions have capacity to support fulfilment of nationally and internationally ratified human rights obligations *Baseline*: Out of 119 actions in 2014-2017 Human Rights Action Plan, 67 aligned with recommendations of United Nations human rights mechanisms (2014) *Target:* 2014-17 Action Plan implemented by at least 70%	Office of Prime Minister, Judicial Academy, MTAES, Ministries of Justice, Education and Science, Foreign Affairs, and Defence; Ministry of Labour and Social Affairs (MLSA), Office of the Human Rights Defender, Republic of Armenia Police, NSS, Office of the Prosecutor General, Civil Service Council, Public Administration Academy, National Assembly, local authorities, civil society organizations	**Regular: 500** **Other: 9,000**

border crossing points copes with processing of cross-border turnover but does not comply with integrated border management requirements (2014) *Target:* Three border crossing points equipped with the border, customs, veterinary-phytosanitary and sanitary control equipment; information technology solutions installed and operated by professionally trained personnel (2020) 2.4 Voice and accountability indicator on the World Bank Governance Index improved. *Baseline:* Percentile rank 29.4 (2013) *Target:* Percentile rank 64 (2020)	Development	(2017) *Data:* United Nations human rights mechanisms reports, annual reports of the Human Rights Defender, social media 2.2.2 Second-generation Human Rights Action Plan (2017) developed and implemented with civil society. *Baseline:* 2014-17 Action Plan developed in consultations with leading human rights non-governmental organizations (2014) *Target: Next iteration of Action Plan developed based on evaluation reports and in partnership with civil society, the Human Development Report Office and international organizations (2020)* *Data:* Government data and reports, report and recommendations from United Nations human rights mechanisms, UNDP programme annual reports, civil society reports, FaceBook, , Twitter, evaluations **Output 2.3 Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced** 2.3.1 .No. of initiatives to strengthen capacities of border agencies *Baseline:* 0; Target: 3 *Data: Government data and reports, UNDP programme annual reports, media* 2.3.2 No. of new key initiatives seeking to improve integrated border management system, address emerging cross-border issues and facilitate legal flows of people and goods. *Baseline:* 0; *Target:* 2 *Data:* Official government reports, media, project reports (annual) **Output 2.4 Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development.** 2.4.1 Mechanisms in place for meaningful citizen participation in policy-making at local and national levels. *Baseline:* 3 (Institute on Youth Studies, SMS polling tool, Kolba), (2013); *Target:* 6 (2020) *Data:* Government data and reports, UNDP programme annual reports, media, FaceBook, Twitter, evaluations		

National priority or goal: the Government recognizes gender equality, which refers to the equal enjoyment of rights and opportunities by men and women in economic, social and political life, as the first-priority in policy (concept paper on gender equality, 2010)				
UNDAF outcome: 3. By 2020, Armenia has achieved greater progress in reducing gender inequality and gender-based violence and in promoting women's empowerment.				
Strategic plan outcome: 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.				
3.1 No. and quality of new or improved laws, policies, action plans adopted to reduce gender inequality, gender-based violence and promote women empowerment. *Baseline:* 1 gender equity law) *Target:* 5 3.2. Percentage of decision-making positions (executive, legislative and judicial) occupied by women at national and local levels increased. *Baseline:* As of 2013, 11% Legislative; 24% judicial; 14% high-ranking executive 1.9% local community heads, 8,6% local council members Target: 10% increase at local level (2020) 3.3. Global gender gap index improved. *Baseline:* 0.662 (2014) Economic participation:0.648 Political empowerment:0.068 Health and survival: 0.933 Educational attainment: 1 *Target:* 0.665 (2017) Economic participation:0.658 Political empowerment: 0.071 Health and survival: 0.944 Educational attainment: 1	Reports to United Nations treaty bodies; concluding recommendations of the Convention on the Elimination of All Forms of Discrimination against Women; Council of Europe Group of Experts on Action against Trafficking in Human Beings country report NSS; Central Electoral Commission reports; Government data and reports; European Neighbourhood Policy reports	**Output 3.1. Measures in place to increase women's participation in decision-making.** 3.1.1. New or strengthened laws and policies to increase women's participation in decision-making. *Baseline:* Law on equal rights and equal responsibilities for women and men adopted; quotas for parliamentary elections introduced (2013) *Target:* Mechanisms for more balanced gender representation introduced for local electoral processes (2020) *Data:* Parliamentary website, Central Electoral Commission reports, MTAES website 3.1.2. Women benefitting from private / public measures to support women's preparedness for leadership and decision-making roles. *Baseline:* 1,300 (2014) *Target:* 2,448 (2020) *Data:* Government data and reports, civil society reports, FaceBook, Twitter, evaluations **Output 3.2 Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment** 3.2.1. Mechanisms to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis (qualitative) *Baseline:* Little evidence (2014) *Target:* Moderate evidence (2020) *Data:* Government data and reports, statistical service (annual)	Office of the Prime Minister, MTAES, MLSA, Ministries of Justice and Foreign Affairs, National Assembly, local authorities, civil society organizations, academia, media, international organizations	**Regular: 200,000** **Other: 2,200,000**

National priority or goal: The cornerstone of the environmental component of sustainable development is the protection of the balanced environment through conducting a resource-efficient economy (Prospective Programme of Strategic Development, 2014-2025)				
UNDAF outcome: 7. By 2020, sustainable development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied				
Strategic plan outcome: 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.				
7.1 No. of innovative tools/approaches introduced to promote environmental sustainability and resilience principles *Baseline*: 0; Target: 20 7.2: No. of communities benefiting from innovative disaster risk reduction/resilience measures and practices *Baseline:* 0; *Target:* 500 7.3 No. of hectares of rehabilitated landscapes and areas demonstrating sustainable use practices *Baseline:* 0; *Target:* 20,000 Indicator 7.4 No. of policy documents and legal acts for, and carbon dioxide-equivalent emission reduction from, application of climate change adaptation and mitigation. *Baseline:* 0 *Target:* 90 Kilotons carbon dioxide-equivalent; 10 policy documents and legal acts. 7.5 No. of people or enterprises benefiting from application of 'green' technologies and 'green' jobs *Baseline:* 0; *Target:*630 7.6 No. of tools addressing poverty and environment *Baseline:* 0; *Target:* 2	Reports from secretariats of relevant conventions United Nations system international databases and reports (annual) Report of the adapted global assessment of the national statistical system (annual) Periodic assessment of data collection instruments and indicators (annual) National strategies; sector plans; period assessment reports (bi-annual) Sustainable development goals progress reports; Government progress reports and speaking engagements (annual) National/sector strategies and programmes progress reports (annual)	**Output 7.1 Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles.** 7.1.1 No. of approved legal documents addressing environmental sustainability and resilience. *Baseline:* 0; *Target:* at least three national and 10 local level development documents addressing environmental sustainability and resilience: Methodology for Valuation of Damage to the Ecosystems as a result of economic activities introduced. Financial expenditure framework improved and environmental indicators are introduced into main macroeconomic calculations. Methodology or monetary assessment of depreciation of natural capital and calculation of damage in place *Data:* Official reports, UNDP website. **Output 7.2 Innovative climate change and disaster-risk reduction/resilience measures and practices applied and replicated across the country** 7.2.1 No. of measures and practices applied; no. replicated. *Baseline:* 0; *Target:* 40% communities incorporated disaster-risk reduction and risk analyses into local development strategies. At least 150 rural communities and 20 cities apply innovative tools and at least 30 apply innovative climate change and disaster-risk adaptation measures (including gender and disability considerations). Additional 20 communities replicated. *Data:* Official report; Government, national disaster-risk reduction platform; UNDP. **Output 7.3 Government uses innovative mechanisms and tools for evaluation and decision-making over the conservation and sustainable use of natural resources** 7.3.1 No. of innovative tools and practices developed, approved and applied. Natural resources used or returned to sustainable management mode. *Baseline:* 0; *Target:* At least 3 national-level interventions conducted for improved decision-making. 5,000 ha. degraded	MTAES; Ministries of Nature Protection; Energy and Natural Resources, Agriculture, Economy, Urban Development and Finance; NSS, non-governmental organizations	**Regular: 653,000** **Other: 16,500,000** **Government: 500,000**

		mountain ecosystems restored in sustainable manner; 95% known obsolete pesticides, including persistent organic pollutants, disposed of in an environmentally sound manner (measured in tons). *Data:* Website of the Ministries of Nature Protection and Agriculture; national reports, including communication to conventions. **Output 7.4 Low carbon and 'green economy' issues become priority for the Government, supported by relevant regulatory framework and activities.** 7.4.1 No. of regulatory documents developed and approved to promote low-carbon and 'green economy' issues. No. of practices applied. *Baseline:* 0; *Target:* Low carbon development and green economy strategies are developed (with consideration of cross-sectoral considerations such as poverty and environment). Minimum energy performance requirements adopted for public procurement; building code amended with requirements for energy efficiency; regulatory framework amended to phase out incandescent lamps. Grass roots-level adaptation and mitigation activates implemented. *Data:* Official government website; Climate Change Armenia website; national official reports (annual). **Output 7.5 New production and consumption patterns are introduced; new 'green' jobs are created.** 7.5.1 New patterns introduced; 'green' jobs created. *Baseline:* 0; *Target:* At least 30 innovative production or consumption patterns introduced. At least 600 green jobs created. *Data:* UNDP Armenia website; small grants programme websitehttp://www.sgp.am/ (http://www.sgp.am); public sites, articles and official reports. 7.6 No. of tools addressing poverty and environment *Baseline:* 0; *Target:* 2 *Data:* Government website (annual)		